

THE PHOTO-LITHOGRAPHER¹⁷

TO INCREASE SALES, EFFICIENCY AND QUALITY

VOL. II, No. 3 APRIL, 1935

1776 BROADWAY, NEW YORK, N. Y.

THREE DOLLARS PER YEAR

What is ahead for the photo-lithographer? Will volume continue heavy? Will printers install photo-lithographic equipment and bring an over-abundance of machinery into the field? What is the potential market? Will newcomers be able to produce and sell in competition with two or three-shift plants? What will happen to current low prices under an influx of new equipment? Where will the newcomer obtain his skilled mechanical help? These and many other vital questions are being asked wherever photo-lithographers meet. Only a prophet would dare attempt to answer them correctly.

One thing appears obvious: that the maximum potential market for photo-lithographic business has barely been scratched. Because of the better quality now evident in many plants, it has been estimated that the industry can, with little difficulty, greatly increase its sales. Quality, however, is dependent to a great extent on selling price.

Regardless of the newcomers, those now in the field under a close trade-association cooperation should be able to maintain their present productivity for a good while. Paradoxical as it may seem, it is exceedingly difficult to obtain skilled mechanical help. Competent cameramen, strippers, platemakers and pressmen are not to be found. One thing is sure, competent help commands prevailing wage scales and fair working conditions.

It will take many months before those just entering the industry can operate profitably. To purchase an offset press and the much other equipment and supplies necessary to operate requires a considerable cash outlay. It will take time and considerable expense for a newcomer to go through the costly plate experimental stage. Those who do quality work need worry little over increased competition provided the newcomers keep costs on their work. What we should be principally concerned with is the chiseler who sets out to build himself a volume of business regardless of costs. Fair play should be the keynote on both sides of this question. The present suppliers have no monopoly on the market. They should be building accounts who are so satisfied that they are immune from salesmen who sell for a new outfit. Customers who are well-served are not quick to change to new inexperienced plants. Present suppliers can do much to hold their accounts by bringing quality into their product. Quality

THE FUTURE OF PHOTO-LITHOGRAPHY

BUILDING BUSINESS WITH CONTRACTS

BY THE EXECUTIVE SECRETARY

The yardstick of success in manufacturing organizations is productivity at a profit. Productivity in turn depends on three factors: (1) Sales, (2) Available mechanical help and (3) Profits. If sufficient volume can be obtained the law of supply and demand should take care of the profit

factor. The question of available mechanical help which is of such vital importance will be a subject for consideration, we hope, at a later date. The purpose of this article is to help photo-lithographic establishments increase their sales.

Because a photo-lithographer, under standardized sizes and stocks, is able to produce several customers' requirements in combination on one plate at the same time - he is able to establish uniform costs and hence quote a buyer far in advance of his purchase.

In geographical areas photo-lithographers have organized under N.R.A. and brought into play fair trade practices and stabilization measures to safeguard against selling below costs. Under this stabilization work, it is now possible to sell a buyer of advertising material a contract for all of his black-and-white requirements for one or more years. Buyers are shrewd, consequently they recognize a buyers' market and take advantage of it every time, and that is as it should be. If an industry or part of it does not organize, then certainly it should expect no help from the consumer.

In the New York area, trade practices have been made effective to a degree where buyers recognize that they cannot break the stabilization measures and they acknowledge further that this minimum cost must shortly go higher. Therefore, they are willing to sign contracts with photo-lithographers for their periodical black-and-white requirements. There are now in effect in this area over one hundred such contracts.

Under a contract in effect, the photo-lithographer sends a boy to pick up copy and make deliveries twice a day. Once sold the business provides a good back-log of orders. Competition on an account which has signed a contract is eliminated. A buyer, when approached by

a competing photo-lithographer, usually says: "We have a contract with the A.B.C. Photo-Lithographic Company." Printers planning to enter our industry should consider the question of whether the accounts they contemplate soliciting are already under contract with those in the industry.

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NOTHING BUT THE BEST

Recognizing the value of an exceptional black in the Photo-Lith field, we instructed our research department to concentrate on the development of new blacks to excel anything produced in the past by ourselves or our competitors.

After many months of effort, two new blacks were offered to the trade early this year which are now acclaimed by many Photo-Lith houses as the best in the market. We are selling large quantities of

EXCELLO PHOTO-LITH BLACK No. 1 EXCELLO PHOTO-LITH BLACK No. 2

If you are not using these blacks, can you afford to continue using anything but the best? Write or phone and we will tell you more about these products—better still, we will prove their value with a trial sample of either or both.

Sinclair and Valentine Co.

Makers of



PULP & DRY COLORS
VARNISHES & DRYERS

FOR ALL
PRINTING PURPOSES

Main Office and Factory

11-21 ST. CLAIR PLACE NEW YORK, N. Y.

Service Branches

BOSTON
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CHICAGO
215 SOUTH ABERDEEN STREET

PHILADELPHIA
115-119 NORTH CAMAC STREET

JACKSONVILLE

DALLAS

LOS ANGELES

SAN FRANCISCO



BUILDING BUSINESS WITH CONTRACTS

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In the New York Area a record of contracts, together with the price, date of signing, duration and other pertinent data, is filed with the Secretary of the New York Photo-Lithographers Association. Competitors are given the right to inquire of the secretary as to whether an account is under contract, with the cooperation from those operating in the area, a measure of recognition is given the photo-lithographer who has a contract.

The degree of turnover in accounts often measures the profit or loss of an establishment. It takes much time and costs good hard cash to educate and sell an account. If a customer has sufficient volume to justify a contract, why not concentrate on that account and sell it once for the year's business? Volume, too, is measured by the turnover in accounts. Show me an establishment which has had a number of accounts on its books for many years and I will show you a business operating to good advantage.

There are all kinds of salesmen, ranging from the big ones down to the pathetic, earnest-faced, all-day slogging "pavement pounders" whose courage and arches are so often broken down by the endless miles of sidewalks and office building corridors which they travel.

Taking them all in all, only a very small proportion make even the most elementary effort to sell through arguments reflecting constructive, well-planned salesmanship. There are many large buyers of photo-lithography who have on their lists a dozen firms whose work is satisfactory, and whose volume is large enough to have salesmen from every photo-lithographic company lying awake nights planning sales presentations for them; but from conversations with these buyers, it seems few of the salesmen lost much sleep. Few of them apparently make any effort to develop an original idea, a constructive thought that could be utilized to the buyers' and the sellers' advantage. They are just a nice, clean-cut, well-dressed group of men who apparently spend their working hours popping in and out of doors of prospective customers. These large buyers of photo-lithography in many cases can be signed to a contract for all of their yearly black-and-white requirements. Once a contract is sold, the photo-lithographer sends a boy twice a day to pick up copy. What a sweet business! What a reflection on the salesman who passes up these accounts!

Let us consider together a constructive solicitation of accounts which have a volume sufficient to sign a contract.

PREPARING FOR A NEW BUSINESS DRIVE

- Who are the best prospects for our goods? Where are they located? How can they be reached most economically and most effectively? These are questions which are of interest to salesmen now more than ever before. How to find them is a difficult problem.

The first step in preparing for a new-business drive

is to list every available prospect for the product. An efficient mailing list is not easy to build, yet it is the foundation of the campaign. The preparation of this list should be divided up among all of the executives and salesmen in an establishment.

An accepted definition of a good list of prospects is: "An accumulation of names, together with complete addresses of persons or firms who have use for your product or services, who can probably be influenced by your advertising appeal and who should be your customers."

Let us set up a form for recording the names of these prospects. Herein should be listed every pertinent fact regarding the prospect: The full name of the buyer, his address, requirements, time of buying, buying policy, present supplier, credit rating and other data which will help in our selling.

An effective method of listing prospects is to utilize small 3 x 5 cards. These cards, for first calls, can be carried in a salesman's pocket. By using colors, the list can be divided as to product, volume, location, credit, salesmen or other desired division.

The card shown below will give a salesman information on which he can make intelligent calls.

Name of Concern	
Address	
Business	Phone
See Mr.	
Date Visited	Date Put on List
Remarks	
Circle Requirements: Combination Work, Catalogs, Booklets, Folders Color Work, Broadsides, Leaflets, Stationery	
Salesman Visiting This Concern: Mr.	

The back of the card can be utilized to record calls made and information gathered.

Name					
Home Address					
Office Address					
Clubs, Lodges					
Interested in					
Present Supplier					
Miscellaneous					
Best Time	A.M.				
To Be Seen	Hour	P.M.	Home	Office	Hobby
Date of Call			Result of Call		
Date of Next Call			Letters Sent		
Literature Sent			Phone Calls		

One successful salesman makes it his business to accumulate one hundred carded prospects. In making his calls, when he finds a buyer who would never purchase more than a small order, he turns the card in to be held as a house account and adds a card to take the place of every one dropped. There is only one way to keep a mailing list on a profitable basis—and that is to lop off the dead wood ruthlessly, vigorously and persistently. Any competent salesman who will follow this

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THE PHOTO-LITHOGRAPHER

To Increase Sales, Efficiency and Quality

Copyright, 1935, Walter E. Soderstrom

Published by

National Association of Photo-Lithographers
Administrative Agency Product Group E-7 of the Graphic Arts Code.
1776 Broadway, New York

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1776 Broadway, New York, N. Y.

ADVERTISING RATES

Made known on Application at this Office.
Date of issue: Fifteenth of the month. Forms close the 10th.

VOL. II, No. 3 April, 1935 Three dollars per year

THE FUTURE OF PHOTO-LITHOGRAPHY

(Continued from page 1)

paper, ink, and supplies spell security. The photo-lithographer or the printer who picks up the millstone of "seconds" in paper, ink and supplies is the one who usually operates hand-fed and obsolete equipment with incompetent help — he should expect no quarter from those who operate automatic machinery with skilled help. Therefore, if establishments do not at once take inventory of personnel, production and investment they cannot hope to keep step in this fast moving industry.

We should be doing a job in educating buyers of small and makeshift machines in private plants. When the truth is known it should be easy to demonstrate that in many instances the installation of these small presses in makeshift printing departments actually costs the buyer more than he could purchase their miscellaneous forms for on a contract basis from a photo-lithographer.

An intensive new business campaign should be undertaken by every photo-lithographic plant in the industry. Every regional group and the national group should be putting their all into plans for new business. There is much educational, publicity and advertising work to be done. No one firm can do it alone. We must work together.

What lies ahead for the photo-lithographer? The answer is largely in the hands of those who are now in the industry. The measure of success thus far gained under trade association work has been possible because a few

have been farsighted enough to look over the hill. The industry is being organized. Price warfare has given way in areas now organized to whole-hearted cooperation. Ours is a better industry today than it was two years ago. And yet we have just begun. The first gains have been made. We should take counsel together again and plan to press on to the green fields ahead.

NRA ORDER ON RIGHT TO PRINT THE BLUE EAGLE

* The attention of all photo-lithographic establishments is directed to the following Administrative Order No. 138, issued under date of March 30th by the National Industrial Recovery Board:

"1. The Blue Eagle for particular trades and industries operating under codes, the Blue Eagle issued under the President's Reemployment Agreement, the Blue Eagle for sheltered workshops, and all other Blue Eagle Insignia or emblems heretofore or hereafter issued, adopted or approved by the National Recovery Administration, being the property of the Government of the United States and being protected by U. S. Design Patent Number 90793½, no one shall reproduce any of them either for his own use or for the use of another without written authorization from the National Recovery Administration.

"2. Reproduction authorizations heretofore issued by the National Recovery Administration are hereby continued in force, but each such authorization and all reproduction authorizations hereafter issued, may be cancelled at any time by the National Recovery Administration upon a finding by it that the reproducer has violated any provision of any code, Presidential Agreement, rule or regulation prescribed or approved under Title I of the National Industrial Recovery Act."

CONTRACT IS CANCELLED

* The Code Administrative Agency for the Washington, D. C., Zone received the following letter, March 28, from the Government Contracts Division of the NRA:

Dear Mr. Walsh:

Re Congressional Press

Reference is made to Code violation complaint against the above named respondent for failure to pay Code Assessments. Complaint was in connection with Respondent's contract with the Department of the Interior. Howard University, in connection with bids opened by the Department January 15, 1935, for furnishing and printing during the fiscal year ending June 30, 1935, certain bulletins and annual catalogs of the University. You are advised that on March 26, 1935, decision was signed in this case recommending that Respondent's contract be cancelled.

Very truly yours,

FRANK HEALY, Chief
Gov't Contracts Div. GEORGE ELLIOTT, Ass't

BUILDING BUSINESS WITH CONTRACTS

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system for a few months should discover real prospects and dig up some real business.

The salesman who has something unusual to say, if he selects his audience carefully, will never be disappointed in the manner his words are received. The secret of success to direct advertising and selling is more than 50% list.

After the cards are available for listing, let us consider the source of prospects. There are many sources for black-and-white photo-lithography. Planography is so economical that it can be of service to practically every buyer. We list here a few sources of prospects:

- The Standard Advertising Register
- Standard Rate & Data Service, Chicago, Ill.
- Red Book of The New York Telephone Co.
- Merchant's Association Reports
- Advertising Club Directory
- Chamber of Commerce Reports
- Trade Association Directories
- Production Year Book—Colton Press, N. Y.
- Directories of all kinds
- Advertisers in local newspapers
- Advertisers on the radio
- Lists of Book and Periodical Publications
- Names of persons buying printing for colleges, schools and churches.

PLANTING THE SEED

- Sales promotion, like charity, must begin at home. Ground work should be laid for your salesmen. Buyers should know what photo-lithography is and how it can serve their needs. Advertising of the right kind should precede a salesman's call. A planographer's advertising is a very important element, either in making or in failing to build up his business. Altogether too many buyers today have the idea that photo-lithography is just another reproduction process under which a hundred copies of miscellaneous forms is turned out on a small turnover office appliance. Buyers should be educated by mail as to what photo-lithography is and how it can serve their needs. At present to many buyers it still is a foreign language which they neither understand nor speak. Imagine yourself in Greece shopping in a store when you do not know the language. You just wouldn't buy there. There is a real task ahead of this industry in publicizing photo-lithography.

Pick your future customers and keep after them. In a later paper it is planned to deal at length with the question of advertising—what should be sent out, what it should do, and why it will or will not accomplish its mission.

TRAINING THE SALES FORCE

- I know of but few photo-lithographic establishments which are properly training their sales forces. Those establishments which have made the attempt have found

that it pays handsome dividends. What should a photo-lithographic salesman know? Knowledge is the cornerstone on which a successful selling career is built. Many a salesman has been able to produce business without thoroughly knowing his product, but the fact remains that while one possesses the required knowledge the confidence it engenders adds materially to the selling capability of any man.

Every photo-lithographic salesman should be able to describe the process changes and materials used in his plant from the time the copy enters the camera room until it emerges a finished product from the bindery. He should know at least a half dozen of the advantages and some of the limitations of the process. He should be able to figure a comparatively small standard job. If a buyer shows him a direct-mail piece and asks whether it is printed or lithographed the salesman should be able, without fumbling or faking, to distinguish as between printing and lithography. He should know:

1. The characteristics of line cuts, halftones, silhouettes, vignettes, reverses, ovals, bendays and combinations.
2. How to figure a reduction or enlargement.
3. Whether to recommend an extra color to a buyer. He should know that the only time to sell color is on the idea that the extra color will pay. Most buyers are not interested in artistics or beautiful effects. There are definite reasons for using color, such as innate appeal—pleasing, attracts attention realism, increases vividness and suggests abstract qualities.
4. The kind of folds and bindings commonly used.
5. A half dozen ways of improving a job.
6. Why it is necessary to charge more for halftone copy than for line copy—and here the salesman should have a better statement than "we have to insert a screen between the object to be photographed and the camera and for that we charge so much per square inch."
7. Considerable about paper, its weight, bulk, finishes and folding qualities.
8. The value and first requisites of good typography legibility, harmony and emphasis.
9. That the purpose of illustrations is to capture the readers' attention, to increase the readers' interests, to clarify explanations or descriptions, to emphasize or dramatize ideas or qualities, and to make objects more familiar or better known.
10. Which colors photograph well and which cannot be picked up by the camera.
11. The comparative advantage, and disadvantage, also the cost of using paper, film or wet-plate negatives.
12. Simple proofreading marks—it is embarrassing to find that the buyer knows such markings and the salesman does not.
13. Become familiar with terms used in the Graphic Arts Industry—almost every library has a dictionary of graphic arts terms.

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The Trend . . .

is definitely to Miles Machinery Company. The number of new installations and repeat orders on plate making equipment indicates this. Here is the reason for this trend: - - simple, sturdy equipment free from all unnecessary gadgets, and well serviced.

•
Where can you buy more ?
•

Miles Machinery Company
478 West Broadway
New York City

ZINC AND ALUMINUM PLATES

Ungrained—Grained—Regrained

SERVICE PLUS QUALITY

Largest in the World

LITHOGRAPHIC PLATE GRAINING CO.
OF AMERICA, INC.

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We make a specialty of graining glass.

SUPERIORITY COUNTS!**Negatives with 100% Sharpness**

Sharpness is the essential feature of a negative.

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310 E. 45th St., New York, N. Y.

14 E. Jackson Blvd., Chicago, Ill.

BUILDING BUSINESS WITH CONTRACTS

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Methods of training salesmen differ. Those who can qualify to sell lithography in a constructive and profitable manner cannot be poured from a mold according to a formula. Each man requires special methods adapted to him as an individual. Many salesmen fail because they do not know the real meaning of work, which is not so much a matter of actual labor as of properly directed energy. Investigation of accounts, proper presentation for selling, scientific coverage of a territory and seeing each order through in a manner satisfactory to the customer—all of these call for work, the most vital factor in personal selling.

A short, intensive training sales course would help salesmen with their selling. One establishment recently invited its salesmen to have their dinner at the firm's expense for one week. After the last course had been served they spent an hour or two covering the process difficulties, general sales information, the sales policy of the house, credit, delivery, wrapping, discounts, storage and the like.

Set up a sales demonstration. Assign someone to act as a salesman. Let the salesmen audience all assume they are members of the Board of Directors of a large buying organization. They are free to voice objection or ask questions of the salesman selling at any time. See that every objection or question is answered. Let others act as the salesman to further educate the group. You will find such a demonstration exceedingly helpful.

PREPARING A PRESENTATION

- In going after a contract constructive solicitation is vital. The average photo-lithographic solicitor is not an efficient salesman; nor does the general run of lithographic concerns plan its sales policies and execute them properly. The importance of selling in the lithographic industry has never been fully appreciated. The selling end of photo-lithography has always been neglected. The responsibility of success is not concentrated wholly in the salesman. It is shared by his house, for it is up to the firm to see that a salesman is taught the technique of the process; to see that he lives up to the company's sales policies; that he has live names to solicit and that he calls regularly on these prospects with properly planned approaches; to see that he receives the cooperation and individual attention that will make his growth well-nourished. Men of reasoning ability appreciate that system and method in selling mean more consistent returns than those which accrue from spasmodic, haphazard efforts.

Let us assume that we have made first calls on our list of prospects and now have narrowed it down to those which are really worthwhile. As accounts justify a careful and thorough tilling of the soil, let us make up our mind right here that we are going to sell accounts rather than orders.

It goes without saying that a salesman should have more of an approach than "Do you have any lithography today?" No hackneyed statement such as that will do. Write at least three short paragraphs to be used in making first calls on prospects. Don't fall into the error of thinking that your salesmen are different from others in the industry. Safeguard them against the "No, we have none today."

A logical, clear-cut presentation will eliminate many of the question marks not always asked but usually present in a buyer's mind

- The business, on the whole, which is likely to prosper most is that business which aims to give the customer something more than the mere commodity which he comes to buy.—Calvin Coolidge.

THE ADVANTAGES OF DEALING WITH ONE HOUSE

- Some of the advantages of dealing with one lithographer are:

- You will know the kind and size of our cameras, presses and other equipment; therefore you can plan to utilize their full capacity.
- After a general understanding between your personnel and ours, a conference enables us to decide quickly on important matters.
- Costs and estimates are carefully balanced against each other.
- We can save time and money by knowing exactly what is wanted and how the piece is to be used.
- Our selling cost is cut because of our close contact and we are able to pass part of the saving along to you.
- Your personnel will know the keyman in our plant and be able to get in touch with him promptly. They can refer to previous work of similar nature.

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HELPFUL

- Deputy Administrator George T. Ross and Assistant Deputy Administrator H. Brewster Hobson of Division 7 of N.R.A. have visited our office several times offering to help in our code activity.

Certainly a better understanding of the problems of a Product Group is had where N.R.A. officials actually take time out to confer with an Administrative Agency.

- The real test of photo-lithography is not what it costs, but what it produces in the way of sales results.

- Personality can be a valuable adjunct or a serious handicap. A man able to make friends easily is apt to slight the other two essentials of selling—knowledge and work. Sales personality is quite distinct from mere likability, as it involves self-control, imagination, persuasion, sincerity, loyalty as well as self-confidence, appearance and poise.

Jiffy

The result of requests
from over 300 leading
Photo-Lith plate makers for
a perfect developing ink.

A Modern Developing Ink for Modern Photo Lithographers

Free of image-weakening raw turpentine. Contains reinforcing oils that strengthen the resist of the image.

Dense black, develops freely and without feathering.

Spreads evenly. Washes out clean and sharp, even when plate has been standing for long periods of time.

Named Jiffy because of its rapid response to the ink rollers.

Per gal. \$8.00

1/2 gals. \$4.25

quarts \$2.25

F.O.B. Following Dealers

FUCHS & LANG MFG. CO., Div. General Printing Ink Corp.: **New York,**
Philadelphia, Boston, Cleveland, Cincinnati, Chicago, St. Louis, Fort Worth,
San Francisco, Los Angeles.

CALIFORNIA INK CO., Inc.: **San Francisco, Los Angeles, Portland, Ore., Seattle,**
Salt Lake City.

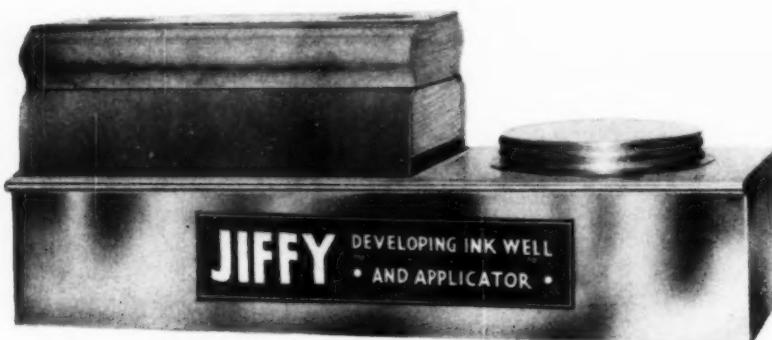
FREE!

With your first order for 2 gallons Jiffy we present you through
our dealers,

one complete

**Jiffy Developing Ink
Well and Applicator**

No more rubber gloves or soiled hands—cuts rag bills, saves ink, and spreads an even coating of Developing Ink.



Litho Chemical & Supply Co.

**63 Park Row
New York, N. Y.**

BUILDING BUSINESS WITH CONTRACTS

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7. We can keep all of your plates, paper and lithographed material stored in one place.
8. We can maintain a careful inventory of forms, etc., and notify you at once when the supply runs low.
9. Will eliminate the chance of having work go wrong when placed with new untried lithographers.
10. Will save a great deal of your personnel's time in interviewing salesmen, obtaining estimates, making out orders, checks, etc.
11. Regularity of calls and delivery service.
12. You can very definitely budget your lithographing costs for the year.

WHY SOME SALESMEN SUCCEED

• Here are a few reasons:

1. Because he knows his business and is able to help a buyer with problems. Because his general all-around knowledge of his line makes him valuable to the buyer.—*First requisite of success*.
2. Because he brings enthusiasm into the office.—*Optimism*.
3. Because he always is willing to admit the truth.—*Building confidence*.
4. Because he is willing to lose an order occasionally.—*Unselfish*.
5. Because he presents a complete estimate, plan of production and delivery date.—*Concrete and specific*.
6. Because he prepares for his calls the night before. Selects a definite calling list and works it hard, adding a new name for every one dropped.—*Not afraid to work*.
7. Because he develops a wide range of friends.
8. Because he insists on and receives the backing of the practical skill and knowledge of the management and of the shop force of his plant.—*Determination*.
9. Because he studies the problems of the buyer.—*Initiative*.
10. Because he keeps abreast of new developments in the industry.
11. Because by his knowledge he is able to lift goods above price competition.

Salesmanship is the power to persuade people to purchase at a profit that which is for sale. It is the power to make the other fellow think the way you want him to think on your proposition. A salesman who is afraid a buyer will say "No" is licked before he starts.

There are only three things a man needs to know, and one thing to do, in order to be successful in selling. First, he must know himself, and develop those qualities and those capabilities which will serve to give him the power to persuade. Second, he must know his business from the raw material to the finished product. He must be able to discern what are those salient selling features which are best suited to create the mental reaction necessary to a sale. Third, he must know human nature. In

personal salesmanship, he should be able to size up his prospect individually, and to determine instantly what are the avenues of least resistance in getting his ideas across. But a man may know himself, know the other fellow and still fail unless he applies that knowledge. It is *applied knowledge that is power*.

In selling, the subject that helps us most is commercial logic in its two branches: analysis and synthesis. First, how to analyze your proposition into selling points, and then how to construct a logical presentation. When you analyze your proposition there are points that arouse interest, that impel action. Advertising is salesmanship by the printed route. The bold face and the illustrations or pictures get the attention of the reader; the secondary captions arouse interest by telling a little more of the story. The action part comes when the prospect has a contract in hand, and when the real decision and action take place.

QUESTIONS I WOULD ASK A PHOTO-LITHOGRAPHER BEFORE I, AS A BUYER, WOULD SIGN A CONTRACT

1. What experience have you had in producing work of the character required?
2. What is your record for holding customers? How long have your present accounts been on the books?
3. Have you or your contact man a broad knowledge of sales problems or is it limited to the mechanics of photo-lithography?
4. Have you a well-rounded organization capable of serving me in all phases of planning and production?
5. How about your equipment? Is it up to date and automatic? Can you assure me of economical production with a minimum of overtime?
6. Do you maintain a cost system? What kind is it?
7. What method do you follow in charging for corrections or author's alterations?
8. Do you have a few large customers whose spasmodic requirements disarrange your service schedule?
9. Do you operate more than one shift a day?
10. From whom do you buy your paper, ink and supplies? Do you buy seconds?
11. Are you equipped to use paper, film or wet-plate negatives?

A careful buyer will surely adopt the policy of finding a photo-lithographer who is capable of producing the grade of work he wants, and then turning over to him practically all of his business so long as he gives the service the buyer must have at a fair price.

Many executives in large consumer organizations know of cases where they dealt with a dozen or more lithographers and changed them with almost every job where several days' time would be wasted in conference between the lithographer and their advertising men.

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- The wind and the waves are always found on the side of the most able navigators.

CONDITIONING PAPER INSURES BETTER QUALITY

• Almost all of the establishments producing quality work are utilizing paper conditioning equipment. We believe the proper conditioning equipment will help raise the quality of the work being turned out from our establishments. The moisture content of paper to be run has a direct bearing on efficiency of production and the quality of the product as it comes from the press. Conditioning facilities handling and production increases in direct proportion to the thoroughness of the conditioning.

Paper received from a dealer or the manufacturer is seldom in what may be called prime condition. This is no fault of the paper house; it is usually due to the fact that the moisture content of the paper is not in harmony with the air of the room in which it is to be used.

The impression that cold weather causes the trouble is due to the fact that the warm air of the pressroom is usually very dry during the colder months, and the moisture in the paper begins to escape immediately into the dry air of the room. It does not escape into the air of the cold room because the relative humidity of such a room is at a percentage that is considerably above the corresponding percentage of moisture in the paper, which

means, of course, that the air refuses to take moisture from the stock. The stock may absorb a little moisture in such a case, but the amount will be very small because even though the percentage of water-vapor in the air is high, the actual amount is so little that if it is lowered even a fractional part of a grain the humidity percentage would be lowered decidedly.

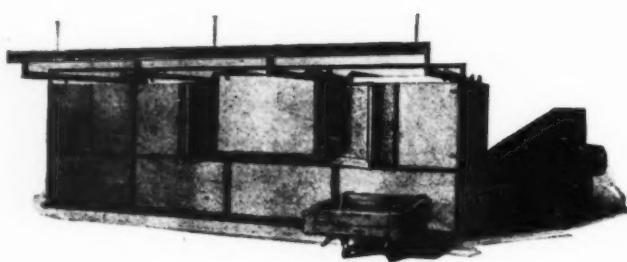
The workroom air often contains a percentage of moisture above the line of harmony with the moisture content of the paper, and hence the stock begins to absorb moisture the moment it is placed in the room.

Now whatever may be the percentage of water-vapor in the workroom air, paper that contains either too much or too little moisture to be in harmony with it will invariably give trouble in processing. Hence, the two must be brought into harmony by conditioning the stock. Piled paper will not absorb moisture uniformly no matter how long it is held in a room.

Photo-lithographic houses producing quality work and particularly color work are coming more and more to recognize the efficiency of utilizing paper conditioning equipment.

The Southworth Simplex ...

CONDITIONS Paper Accurately!



4 Compartment SOUTHWORTH SIMPLEX.
Capacity 60,000 sheets per 8 hours

SOUTHWORTH also manufactures Humidifiers, Universal Paper Joggers, Holdfast Hangers, Punching, Round Cornering and Perforating Machinery of all kinds. Special Machines are built to individual order.

MUCH of your work is of a specialized type that requires accurate paper conditioning. But you must have a paper conditioner that not only does the work efficiently but at a minimum of production cost. THE SOUTHWORTH SIMPLEX, made of the finest materials coupled with SOUTHWORTH high quality workmanship, offers you maximum efficiency at low upkeep cost. Write us today for further information, prices and list of satisfied users. THE SOUTHWORTH SIMPLEX guarantees you satisfaction.

Southworth Machine Company, Portland, Maine

BUILDING BUSINESS WITH CONTRACTS

(Continued from page 9)

Almost every person who is at all successful does business with men who have made good and who have the "success" outlook. They think in terms of success, they are optimistic, forward-seeing and progressive, they mingle and associate with prosperous people and in their contacts with you they radiate that same progressive, successful spirit. The more one can surround himself with men who think prosperity and who are accustomed to overcome obstacles, the more successful he is sure to be.

If I were choosing a photo-lithographer to handle a volume of business I would select one who has an organization and equipment that would enable him to handle all of my lithographic problems, one with a record for consistent performance which would merit my confidence. Then I would place all of my business with him and lessen the worry over this phase of my problems. I would expect my lithographer to take pride in seeing that I get the most and best for my appropriation.

A SUGGESTED PRESENTATION

Dear Mr. Buyer:—

We are interested in adding one or two more accounts on our books. In our opinion your house and ours would profit through an arrangement under which we would produce *all* of your lithographic requirements.

You could effect a very material saving in your budget under such an arrangement. In addition to saving you actual cash outlay, such a plan would make more effective the material used. The sum now being spent in maintaining a large purchasing department can, in our opinion, be materially reduced.

To give you some idea as to how it is proposed to reduce your budget and increase the effectiveness of your lithographed material, we present more of our story. You, no doubt, know of our reputation in the trade but to disclose facts which you may not know, let us give you fairly complete information.

Ours is not a new concern. We have been in business since 1924. The personnel in our organization, together with the training and experience, is shown below:

W. A. RICHARDS, President

Twenty years lithographic and printing experience.
Formerly sales manager A. B. Manufacturing Co., Inc.
Eight years' experience in sales promotion work.

E. H. ROBERTS, Vice-President

Ten years' lithographic experience.
Sixteen years public accounting work.
Experience in accounting has proved invaluable in designing and revising accounting and other forms.

L. M. O'NEILL, Secretary

Ten years' lithographic and printing experience.
Formerly with the A. N. Advertising Agency.
Many years of experience in the use of direct mail.

R. J. SUTTERS, Foreman

Twelve years in charge of our plant.
Writer of lithographic technical papers, ability widely recognized.

If the length of time our selling force have been with us is a criterion of fair treatment, then we are pleased to record our salesmen and the length of time they have been with us:

A. B. GREEN . . .	10 years
C. M. LOWE . . .	8 years
R. TAUHERT . . .	6 years
L. L. STALEY . . .	4 years

Our shop organization includes technical men who have studied chemistry and the allied arts in universities. Our technical force we believe is one of the best in this area. It is always at the full disposal of all of our customers.

MACHINERY, EQUIPMENT AND SUPPLIES

The machinery and equipment of a lithographic establishment play an important part in the service and quality rendered to a customer. Old and obsolete equipment obviously builds a cost load which must be passed along to the customer. Our machinery is all comparatively new. Our presses range in sizes from a small Automatic 17 x 22", which can handle small sizes at high speeds to excellent advantage, up to our two-colored 34 x 44" and our 44 x 64", which are utilized for special long-run work.

Our press equipment with sizes is:

One automatic press.....	17 x 22"
Two automatic presses.....	22 x 34"
One automatic press.....	34 x 44"
One automatic press.....	38 x 50"
Two automatic presses.....	44 x 64"

Our camera and plate-making equipment is the best obtainable anywhere. We are equipped to utilize paper, film, or wet plate negatives, the use of each, of course, depending on the kind of work required. On long-run work we use the deep etch process, an improved lithographic method. Our plant is large enough to turn out all of your work regardless of the time requirements. We maintain two shifts both with a full complement of help.

Our customers' bindery work is all handled in our own plant.

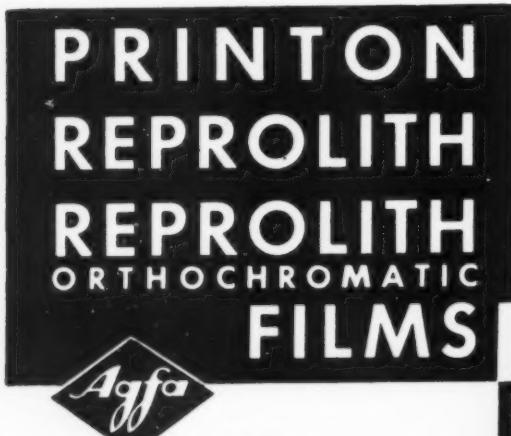
We purchase only the best paper, inks and supplies from reputable houses and will be pleased to give you evidence or have you make inquiry regarding this vital matter.

We number among our accounts some of the most exacting users of high-grade lithographed material in this country. Below are listed a few of our important accounts together with the length of time they have been on our books. Please feel free to make inquiry of any of them concerning our past performances:

Lord & Taylor years
John Wanamaker & Co. years

(Continued on page 13)

- Selling prices are determined by the law of supply and demand. A better quality will increase the demand for your product.



MADE BY
AGFA ANSCO CORPORATION
IN BINGHAMTON, NEW YORK

REPROLITH thin-base FILM

on thin, flat-lying "non-flam" base of about 4-1000" thickness for camera negatives and contact positives.

Write for samples to the
REPRODUCTION SALES DEPARTMENT

AGFA STAY-FLAT SOLUTION CLEAR AND MATTE

the efficient and economical adhesive-back support for films during camera exposures.

Write for a copy of "Photo Materials for Reproduction Purposes"

STAY-FLAT SOLUTION ON THE MARKET

- A solution to assure perfect adhesion of film has been put on the market. It is poured and coated onto a polished glass in the same manner as collodion. The surplus is not run back into the bottle but allowed to settle evenly on the glass and is then placed in a level position to dry. It is said that a plate thus prepared will be good for repeated use over a period of months. When the coating loses its adhesive quality the plate is washed off with alcohol and recoated.

The operation uses a soft rubber roller squeegee to place the film in position. The Agfa people make this clear solution which is recommended for cameras with detachable focusing backs.

Their other Stay-Flat Solution, "Matte" is used as an adhesive coating for film support and a ground-glass effect for focusing purposes. The Matte Solution is recommended for all dark room cameras equipped with a stationary focusing back.

COMMENTS ON OUR WORK

- "I feel that the function of the National Association of Photo-Lithographers should be to elevate the standing of the business in attempting to counteract the wild statements being made by manufacturers of equipment normally used for this process. Buyers should know the difference between work produced on.....

and..... machines and that produced by careful means on an Offset Press so that after receiving an unsatisfactory result on one of the smaller presses and the sloppy methods generally used in shops operating those small presses that the fault does not lie with the Photo-Lithographic process but does lie in the fact that the process has not been carried out properly in some shops."

- "I hand you herewith check for \$9.00 for 3 yearly subscriptions to The Photo-Lithographer . . . As to our own subscription, I understand that The Photo-Lithographer

is sent to us on our membership at the Washington office.
"I am heartily in favor of this publication"

C. B. GUTHRIE TARIFF BUREAU
C. B. Guthrie, President

COMPARABLE COSTS

- Lithographers' minds have never been able to get together on the question of whether the small shop can be operated at a lower cost than the large shop, but all cost records would indicate that IF the small plant produces the same quality work and yields to the owner, for his time and labor, a return equal to the wage of a journeyman craftsman, there would be little if any difference in cost of operation.

There are of course, some who are willing to deny themselves and families everything except life's bare necessities; who are willing to go on plugging away for unlimited hours—with no prospects for the future—and who admit that they produce an inferior product at a lower price. They may continue such methods for a long time, to the detriment of the Industry, but will eventually reach the end of a trail of woe with nothing to show for a life of hard work.

- "Competition of the right kind is the life of trade"—but cutting the price of an article below cost in order to get a job is not competition. It is an admission of defeat and inability to play a fair game.

- Many a man has learned that obstacles which at first seemed insurmountable were really stepping stones to his success. Victory over them proved that they were really friendly opportunities in disguise. Therefore the salesman who trains himself to look upon the Obstacles he meets as friends is wiser than quick judgment might make him appear to be.

- Anyone can do the first half of anything. Only those who do the second half arrive.

BUILDING BUSINESS WITH CONTRACTS

(Continued from page 11)

R. H. Macy, Inc.	years
Worthington Pump Co.	years
Fortune Magazine	years
National Broadcasting Co.	years
Continental Can Co., Inc.	years
Kenyon & Eckhardt, Inc.	years
Ovington Co.	years
Columbia University	years
American Radiator Co.	years
U. S. Steel Co.	years
Dutton & Co., Inc.	years
Paramount Pictures	years

KIND OF WORK PRODUCED

We have accepted and produced in black and white and colors for many years the items listed below and will be pleased to show you samples of these pieces:

Booklets	Book Jackets
Folders	Rate Sheets
Envelope Stuffers	Financial Statements
Broadsides	Price Lists
House Organs	Parts Lists
Catalogues	Reports
News Letters	Tariff Sheets
Sales Manuals	Steamship Plans
Presentations	Office Forms
Surveys	Schedules
Sales Chart	Code Books
Sales Map	Portfolios
Printed Blueprints	Maps
Hand Books	Counter Cards
Data Sheets	Posters
Graphs	Lobby Displays
Charts	Questionnaires
Templates	Magazine Inserts
Casebound Books	Manuals
Directories	Reproduction of Rare Books
Cut Outs	Calendars

REPUTATION AND FINANCIAL STANDING

• We enjoy a good reputation in the trade. Whether you buy a house, an automobile or a lithographed direct-mail campaign, you must depend largely upon the reputation of the builder. The highest salaried buyers in the world agree that they would rather buy goods built by a house with a good reputation, without inspection, than to trust to their own judgment of goods built by a house without an established reputation.

When employing a man, you depend more upon his reputation made in other places than upon your own ability to read character at first sight. Reputation is based upon performance. This means demonstrating the quality of products plus a policy of fair dealing proved over a long period of time.

Our quality products and business policies are so well established that we can afford to suggest, if you are not

already familiar with our reputation, that you get an opinion from anyone who has ever had experience with our company.

We strive to build the best that can be produced, and by standardizing our manufacturing processes and producing on a quantity basis we are able to keep the price down.

We refer you to Dun & Bradstreet's as to our financial rating.

Our payables are discounted on the 15th of the month following date of purchase. We bank with the Irving Trust Company. You will not be affected by the difficulties attendant where a producer struggles under the handicap of insufficient working capital.

FORM OF CONTRACT

• We are sending you with this letter a suggested contract. The heavy expense of dealing with many establishments, the distress occasioned by poor quality, broken promises etc.—all of these difficulties will be lifted from your shoulders under an agreement as shown herein:

Agreement, entered into the by and between , as party of the first part (hereinafter referred to as Seller) and (hereinafter referred to as Purchaser), as party of the second part.

WITNESSETH: The Purchaser agrees to purchase and the Seller agrees to sell and deliver to the Purchaser, reproductions of black and white work by the Photo-Offset Process during the period beginning with the , and ending on the , and subject to the following terms and conditions:

1. QUANTITY

The quantity of reproductions to be furnished hereunder shall be all of the Purchaser's requirements during the aforementioned period.

2. PLACING OF ORDERS

Orders are to be placed directly by Purchaser on Seller's New York office.

3. PRICES

The reproductions purchased hereunder are to be billed on the basis of the following schedule of prices which include delivery F.O.B. New York:

(a) Printing one side, on 20# Stock Bond, White.

Units	First 100 Copies	Additional 100 Copies
$8\frac{1}{2} \times 11"$		
$5\frac{1}{2} \times 8\frac{1}{2}"$		
$6 \times 9"$		
$8\frac{1}{2} \times 13"$		
$8\frac{1}{2} \times 14"$		
$9 \times 12"$		
$9\frac{1}{2} \times 12\frac{1}{2}"$		

(b) Prices for additional 100 copies are based on one run in all cases.

If more than 96 units ($8\frac{1}{2} \times 11"$) are furnished at one time, there will be a discount of 5% on the second 96 units and 10% on all above 192.

(Continued on page 15)

150,000 to 800,000 impressions per plate are reported by users of—

CHAMPION

Sterilized

ALBUMIN

(Patents Pending)

—for Photo-Lithographic Use

All bacteria that has heretofore caused deterioration, decay and stench, has been removed by our process of sterilization.

Champion Albumin is therefore unaffected by age or climatic conditions when made into solution. Its fatty substance remains at maximum efficiency, which accounts for the durability of plates on long press runs.

Avoid Seasonable Plate Troubles by Using Champion Albumin

PRICES

F.O.B. Dealer

10 lb. lots	per lb.	\$1.00
20 lb. lots	per lb.	.90
30 lb. lots	per lb.	.85
50 lb. lots	per lb.	.80
100 lb. lots	per lb.	.75

ORDER FROM

FUCHS & LANG MFG. CO.,

Div. General Printing Ink Corp.:

New York, Philadelphia, Boston,
Cleveland, Cincinnati, Chicago, St.
Louis, Fort Worth, San Francisco,
Los Angeles.

CALIFORNIA INK CO., Inc.:

San Francisco, Los Angeles, Portland,
Ore., Seattle, Salt Lake City.

**LITHO CHEMICAL
& SUPPLY CO.:**

63 Park Row, New York, N. Y.

FREE!

*With your first order
for 10 lbs. or more—
This New Era Plate Coater*



Holds 32 oz. coating solution, fits the hand, pours without bubbles. Flow regulated by finger pressure on air vent. Assures even coating, prevents waste.

FOR ALL PHOTO-LITHOGRAPHIC PRESS PLATES

LITH-BUMEN

The Concentrated Photo-Lith Plate Coating Solution

IS NON-SPOILING AND READY FOR USE BY ADDITION OF WATER

Over 1000 gallons Lith-Bumen Solution

Was Used During March — (One Gallon Makes Four)

Full Instructions for Use on Label

Sold by

FUCHS & LANG MFG. CO.,

Div. General Printing Ink Corp.:

New York, Philadelphia, Boston, Cleveland,
Cincinnati, Chicago, St. Louis, Fort Worth,
San Francisco, Los Angeles.

CALIFORNIA INK CO., Inc.:

San Francisco, Los Angeles, Portland, Ore.,
Seattle, Salt Lake City.

LITHO CHEMICAL & SUPPLY CO.:

63 Park Row, New York, N. Y.

INCREASE YOUR SALES!

If you sell any of the numerous products used by photo-lithographers you should keep your name and product constantly before the executives of this rich market. You can do this at the lowest cost by advertising regularly in the Photo-Lithographer, the official publication of the National Association of Photo-Lithographers.

This publication is read each month by every important photo-lithographer in the country. No other medium offers this concentrated, economical coverage.

We are offering the following special rates to the first advertisers who take advantage of this widely read medium on a six month contract.

Full Page 7 1/8 x 9 1/2	\$25.00
Half Page 4 1/2 x 7 1/8 or 3 1/2 x 9 1/8	15.00
Quarter Page 3 1/2 x 4 1/2	10.00

These rates are for copy ready for the camera.
Additional charge for halftones at trade prices.

NATIONAL ASSOCIATION OF
PHOTO - LITHOGRAPHERS

1776 BROADWAY • NEW YORK CITY
Circle 7-4948

COMMENTS ON OUR WORK

- "Our Board of Directors have authorized me to hand you seven (7) subscriptions to 'The Photo-Lithographer'.

"We feel that the material you are now presenting in this monthly publication is not only worthy of our commendation but essential and highly instructive to our field men and to the men in charge of plant management.

"You will please render a bill for \$21.00 which will be paid promptly."

THE WASHINGTON PLANOGRAPH CO., INC.

Paul A. Heideke, Secretary-Treasurer

• "I am very confident that you are doing work that is bearing fruit. There has been too little emphasis on quality, and all of us know that the chaotic price condition has caused untold difficulty."

HARRIS. SEYBOLD POTTER CO.
H. A. Porter, Vice-President

• "I should like to congratulate your association in the work they are doing. We here at the Farwest appreciate securing first hand information as to your methods of selling photo-lithography. The course has been very helpful to us and we are securing a great amount of good from it."

FARWEST LITHOGRAPH & PRINTING CO.
Hugh B. Fiedler, Vice-President

FUCHS & LANG
OFFSET-PHOTO LITHO INKS
AND
LITHOGRAPHIC SUPPLIES

VARNISHES**DRYERS**

Specialized inks for Multilith and Rotaprint presses, and high speed offset job presses.

**ZINC AND ALUMINUM PLATES**

Marbles Plain and Grained

Abrasives

OFFSET RUBBER BLANKETS

Molleton Powdered Sulphur

Flannel

DEVELOPING INK

Asphaltum Opaque

Touche

SAFETCH SOLUTION

Gum Arabic Eliminates danger of chromic poisoning
Polishing Slips

Acid Brushes

LITHOTINE

A non-irritant, synthetic solvent possessing all the desirable properties of turpentine, but better than turps for lithographic purposes.

LITHO DUBAR

Protects the design on the plate and insures long runs.

LITH-BUMEN SENSITIZER

Positively non-deteriorating

Sales agents for all products of the Litho Chemical Supply Company.
See pages 8-14-16 of this issue. Stocks carried at all branches.

INTERNATIONAL PRESS CLEANERS

Cleans rubber and composition rollers in a few minutes without removing them from the press.

**THE FUCHS & LANG MFG. COMPANY**

ESTABLISHED 1870

DIVISION GENERAL PRINTING INK CORPORATION

100 SIXTH AVENUE • NEW YORK CITY

BOSTON

ST. LOUIS

PHILADELPHIA

FORT WORTH

120 W. ILLINOIS STREET • CHICAGO, ILL.

CLEVELAND

SAN FRANCISCO

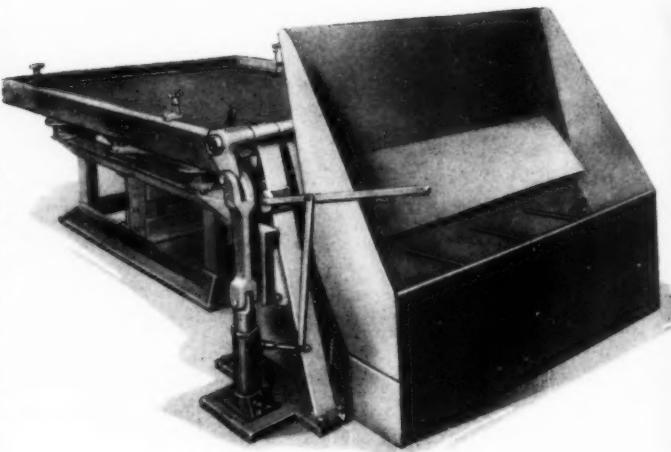
CINCINNATI

LOS ANGELES

ZENITH

Plate Graining Machine Now Equipped With Hydraulic Marble Dumping Device
These important lithographers are operating

Zenith Graining Machines. Their extensive experience should be an invaluable guide to you in selecting graining machine equipment for your plant. No customer has ever placed an order for any but Zenith Graining Machines after using his first Zenith.



American Can Co.	Chicago, Ill.
American Can Co.	New York, N. Y.
American Colotype Co.	Newark, N. J.
American Litho. Co.	Buffalo, N. Y.
The Ault & Wiborg Co. of N. Y.	New York, N. Y.
British-American Tobacco Co., Ltd.	China
Brooks Bank Note Co.	Springfield, Mass.
Brownell Photo Litho. Co.	Philadelphia, Pa.
Brownell Photo Litho. Co.	Detroit, Mich.
Buck Printing Co.	Boston, Mass.
Calvert Litho. Co.	Detroit, Mich.
Consolidated Litho. Corp.	Brooklyn, N. Y.
Continental Can Co., Inc.	Chicago, Ill.
Continental Can Co., Inc.	Passaic, N. J.
Continental Litho. Co.	Cleveland, O.
Crown Cork & Seal Co.	Baltimore, Md.
Donaldson Litho. Co.	Newport, Ky.
Duncan Litho. Co., Ltd.	Hamilton, Ont., Canada
Edwards & Deutsch Litho. Co.	Chicago, Ill.
Erie Litho. & Printing Co.	Erie, Pa.
Forbes Litho. Manufacturing Co.	Boston, Mass.
Grinnell Litho. Co., Inc.	New York, N. Y.
Haass-Litho. Co., Inc.	New York, N. Y.
Hegeman Printing Co.	New York, N. Y.
Hopp Press, Inc.	New York, N. Y.
Industrial Litho Co.	Brooklyn, N. Y.
The International Printing Ink Corp.	New York, N. Y.
Jersey City Printing Co.	Jersey City, N. J.
Kindred-McLean Company	New York, N. Y.
Letham Litho & Printing Co.	New York, N. Y.
Litho. Plate Graining Co. of America	Brooklyn, N. Y.
Magill-Weinsheimer Co.	Chicago, Ill.
The McCall Company	Dayton, Ohio
National Folding Box Co.	New Haven, Conn.
National Process Co., Inc.	New York, N. Y.
Niagara Litho. Co.	Buffalo, N. Y.
Nivison-Weiskopf Co.	Cincinnati, Ohio
Oberly & Newell	New York, N. Y.
Plamlin Litho. Co., Inc.	New York, N. Y.
Providence Litho. Co.	Providence, R. I.
Wm. E. Rudge, Inc.	Mount Vernon, N. Y.
Rusling Wood, Inc.	New York, N. Y.
G. Schirmer (Inc.)	New York, N. Y.
Schmidt Litho. Co.	San Francisco, Cal.
Schmitz-Horning Co.	Cleveland, Ohio
Schneider Press Inc.	New York, N. Y.
Schneider Press, Inc.	Philadelphia, Pa.
Seneffeler Litho. Stone Co.	New York, N. Y.
Snyder & Black, Inc.	New York, N. Y.
Spaulding-Moss Co.	Boston, Mass.
Stecher-Traung Corp.	Rochester, N. Y.
Strobridge Litho. Co.	Cincinnati, Ohio
Sweeney Litho. Co., Inc.	Belleville, N. J.
The Infantry School (Book Shop)	Fort Benning, Ga.
Robt. Teller Sons & Dorner	New York, N. Y.
U. S. Plate Graining & Litho. Supply Co.	New York, N. Y.
U. S. Printing & Litho. Co.	Brooklyn, N. Y.
Western Lithograph Company	Los Angeles, Calif.
John Worley Co.	Boston, Mass.
U. S. Department of Interior (Geological Survey)	Washington, D. C.
U. S. Government Printing Office	Washington, D. C.

ZARKIN MACHINE COMPANY

*Manufacturers of Zenith Lithographic Equipment
Plants equipped with standard make offset presses rebuilt in our factories*

Factory and Office: 363 CHERRY STREET, NEW YORK, N. Y.

WHAT IS THE FUTURE OF OFFSET LITHOGRAPHY?

By E. EUGENE ULSH

When Henry Ford released his first model "T" we little dreamed that within a few years, no matter where we went, we would be stumbling over Lizzies. Occasionally we hear some one remark "How lucky he was."

I learned a very good lesson from him. It is necessary for a salesman, if he expects any degree of success, to analyze the market for his product. Mr. Ford's vision was not psychic. He based production upon an analysis of the market for his product. That is why he did not hesitate to build enormous plants. He knew how many people would buy his car.

No one would think of comparing a Ford to a Packard. He made no attempt to sell it in competition with cars of that class. But—within a few years of its advent, Fords were doing work that had before necessitated far more expensive methods of transportation. True, in some instances it was necessary to sacrifice a little in appearance, but the Presidents, Vice Presidents and other Executives who took advantage of this economical method of transportation, were able to give their customers better service than ever before and at the same time cut their transportation costs.

DOLLARS AND CENTS. That is what buyers listen to today, and any salesman who is merchandising a product with which he can show his prospect an actual saving in black and white, even before he buys, is indeed fortunate. That is the kind of a story that will warm the cockles of any Executive's or Purchasing Agent's heart.

I have been in the Offset Lithographic field for a number of years. During that period I was connected with some of the largest firms in the business. My job in all instances was to produce and promote the use of original composition. At first the typewriter was the only medium by which this could be accomplished economically. I arrayed my department with every available style and size of typewriter in an effort to obtain the effect of expensive typesetting. With the help of a large typewriter company I even developed a machine utilizing a carbon ribbon in hopes of attaining my end. This improvement undoubtedly placed us first among our competitors but still left us a long way from our goal. We were held down to fixed spacing between characters and lines, and it was impossible to even closely approximate the numerous styles and sizes of type employed by the typesetter. I experimented with a large foreign machine (it weighed several tons and cost as many thousands of dollars) which at first seemed practical. Though I was told in all sincerity that some one had actually seen it work, I was never able to accomplish more than to make the motor run. Another dream crashed.

Then, right in the midst of my disappointment, I came in contact with a machine which was inexpensive and even smaller than the standard typewriter, the **VARIYPER**. On this one machine I was able to use over sixty styles and sizes of type varying from six to fourteen point. The spacing between lines and characters was

instantly adjustable to the size of type to be used. It was a machine that was simple to learn. Any typist could be taught to master its features in a very short time. The impression of each letter was mechanically controlled in such a way that no matter how uneven the operator's touch might be, every letter was exactly the same color. Lithographers can appreciate the importance of this one feature alone. Now I do not mean to imply that this machine eliminated typeset composition in every instance, but you can imagine the vast amount of work being done today that comes within its scope. It immediately opened up a field that had hitherto been closed to the industry, i.e., an economical method of composition which closely duplicated printer's type.

The firm that made this installation started the department with five **VARIYPERS**. Within a year, the department employed seventeen people and a net profit of over 100 per cent was being realized on the composition alone. Each page that was **VARIYPED** was printed at the standard rate of profit. In other words it brought in three-fold profit. First, we obtained work that was impossible before. Second, we made a profit on the *varityped* composition. Third, we made a profit on the reproduction of each page.

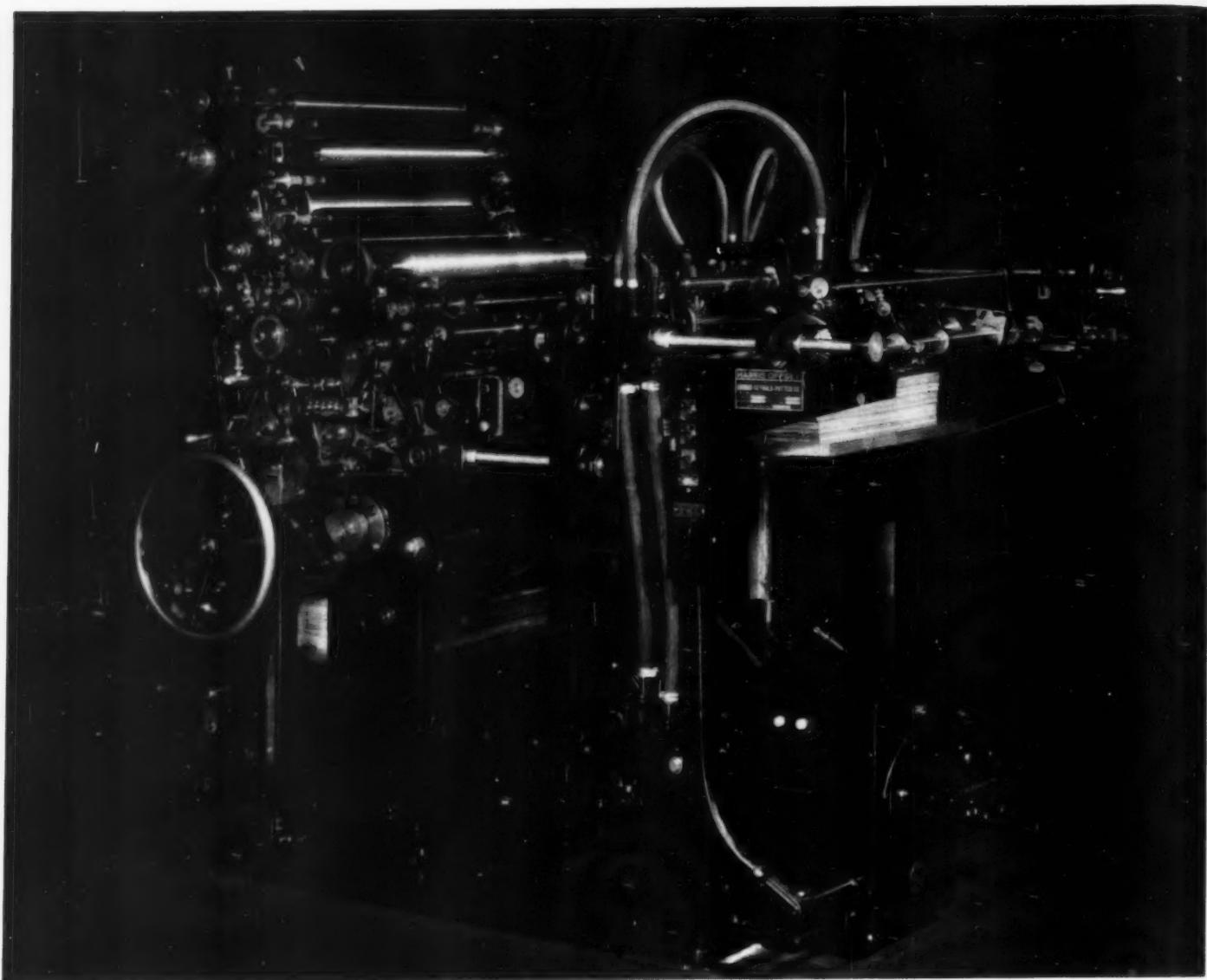
Here is a small example of the machine's flexibility:

VARIYPER	<i>Variyper</i>
VARIYPER	

All of the above was done on one machine without removing the paper, pasting or stripping in, or any of the numerous methods usually employed in layout, in approximately the same time it would have taken a typist to type it on a standard typewriter. It would take eight typewriters to duplicate the above, changing the paper from one to the other, yet, this is just a fraction of the results being obtained every day by Lithographers who utilize the **VARIYPER** all over the country.

Since Mr. Ralph C. Coxhead took over the **VARIYPER**, he has made numerous major improvements on the machine. In fact, so sincere was he in his effort to give Offset Lithographers a real composing machine, that I

(Continued on page 21)



**17x22 OFFSET
THAT ENABLES
Photo Lithographers
to do QUALITY
WORK at
Maximum
PROFIT**

The Harris LSB 17x22 takes four 8½x11 forms. It is equipped with pile feeder, three point tumbler gripper registering mechanism and pile delivery. It is a commercial offset jobber, splendidly built, a medium priced job press which embodies all features requisite to produce quality work. Design and construction insures eco-

nomical maintenance and minimum depreciation.

This 17x22 Press enables the photo lithographer to take small run jobs at a profit—to obtain much of the business which so often goes out of town. Speed on normal register is 7,000 impressions per hour and on close register 6,000.

Send for new booklet "Facts About Printing Profits"

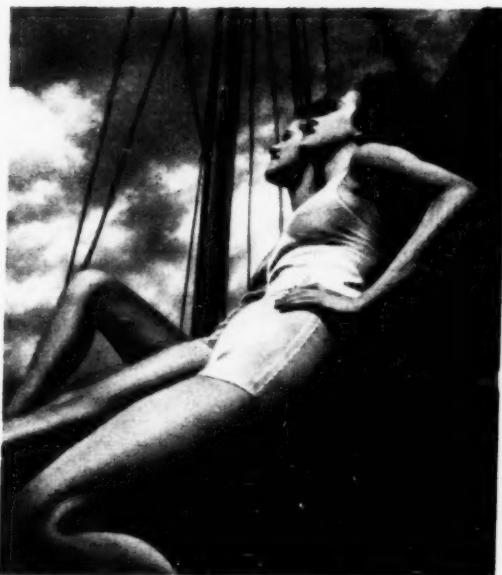
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General Offices: 4510 East 71st Street, Cleveland, Ohio

Harris Sales Offices: New York, 330 West 42nd Street . . . Chicago, 343 South Dearborn Street . . . Dayton, 813 Washington Street . . . Factories: Cleveland, Dayton.

HARRIS

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Underwood & Underwood News Photos

ACME PHOTO OFFSET CORPORATION

216 E. 45th STREET, NEW YORK

Appeal!

Color sells four times more for the advertiser than black and white.

This conservative statement will appeal especially to the advertiser whose intimate knowledge of his profit and loss statement is exceeded only by his cold-blooded respect for a Dun and Bradstreet report.

Color, as offered by Multitone today, is necessary. It catches the casual reader's glance. Its appeal snaps him into instant interest. It puts him in the ledger—as your customer.

The Creative Division of ACME helps create *that* appeal by suggestions in design, copy and artistic production of the job by means of the New Multitone Process.

WHAT IS THE FUTURE OF OFFSET LITHOGRAPHY?

(Continued from page 19)

decided my future lay in acquainting the Industry with its possibilities.

Now to successfully sell such a machine as the *VARI-TYPER* it is imperative that we have a complete knowledge of the "Future of Offset Lithography." I honestly believe that the Ralph C. Coxhead Corp. has compiled statistics which enable us to judge that future more accurately than any other one business organization. Day after day we are calling on every representative class of business that uses printing of any nature for the purpose of completely analyzing the process by which the various jobs can be most economically produced. The result was so amazing that we have been loath to commit our findings until we were convinced beyond the shadow of a doubt that we were not being influenced by a few propitious surveys. However, as we dug deeper, our original figures were confirmed and, though they do fluctuate two or three per cent from month to month, the average is as follows:

Total amount of printing being done	100.0%
Total amount possible to Offset Lithography . . .	56.0%
<i>Actual amount Lithographers are getting</i>	1.7%

True, 22 per cent of that 56 is made possible by the *VARI-TYPER* but—remember that this figure represents, not one fourth of the work that you are getting today, but *one-half* of the 56 per cent of *all printing done*.

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Some of the Reasons Why Salesmen Fail!



IF SALESMEN would recognize some of the reasons why certain salesmen succeed and why others fail they might subtract or add to their sales personality. There are many reasons why buyers do not like to see certain salesmen come into their office. All of the reasons are not the fault of the salesman. Some of the distaste is because of the house. Here are a few of the reasons why some salesmen are disliked:

1. Talks too low. Difficult to follow conversation.
2. Does not know what he is talking about.
3. Ashamed to have him in the office. Unkempt.
4. Smokes regardless of the buyer's wishes.
5. Smells too strongly of cigarettes, liquor, etc.
6. Clutter up the buyer's desk with bag, hat, etc.
7. Never presents a constructive idea.
8. Makes exaggerated claims for his house.
9. Knocks competitor already doing the work.
10. Stays too long on a visit.
11. Calls at the wrong time.
12. Tries to bribe the buyer.
13. Connected with several houses—not above board.
14. Talks at the same time the buyer is talking. Argues his way out.
15. Talks to the buyer but looks at the ceiling.
16. Asks the buyer to repeat conversation.
17. Tries to read papers on buyer's desk.
18. Always trying to get competitor's price—puts in more than one price—cannot count on his price as final.
19. Wanders all over the office when making a call.
20. Leans over close to buyer and gives wrong impression to others in the same office. Sneak like.
21. Uses friendship to get in when the product will not carry him over the line. "Big shot salesman".
22. Goes over the buyer's head to gain a point.—Gains the point but loses an account.
23. Uses intemperate language, tells improper stories. Does not know his buyer.
24. Talks incessantly in steady stream tiring the buyer. Flits from one topic to another with no regard for listener's time.
25. Poor or no presentation of proposition. Buyer to finally terminate interview has to ask; "What are you selling today?"
26. Pays little attention to buyer's conversation.
27. Trys to cover up extras on a job until he has the order.
28. Trys to bill unfair extras on almost every job.
29. Does not stand behind his promises.
30. Substitutes stock, or other material in a job without consulting customer.
31. Knocks his own house on occasions.
32. Forever "crying" about poor business. No enthusiasm.
33. Accepts jobs which his house is not equipped to handle.
34. Tells all about his personal difficulties.
35. Changing position with firms too often.
36. Makes sales and asks for checks on every order before due date.

The salesman who lets his prospect do the talking and keeps himself in the background except to see that the prospect has all the facts properly presented from which to make his decision is the salesman who brings in the orders. It is a wise salesman who knows when to hold his tongue rather than trying to drown out the prospect with a flow of talk.

Where

CAN YOU INVEST TO BETTER ADVANTAGE

The phrase "To increase sales, efficiency and quality" describes the ambitious program of The Photo-Lithographer. With support from our industry and those who sell it, we can do much:

- Salesmen will find a photo-lithographic sales course, some of the reasons why salesmen fail and why others succeed, new ideas and an abundance of enthusiasm in every issue.
- Executives will find information on formulating sales policies, directing sales effort, cost and accounting work, purchasing equipment and supplies and suggestions as to how quality can be brought into the product.
- Advertisers in The Photo-Lithographer will get complete coverage of the industry in a quality publication which is thoroughly read, at low advertising rates.
- The greater part of every issue will be given over to helping increase sales, efficiency and quality. Where can you invest to better advantage?

NATIONAL ASSOCIATION *of* PHOTO-LITHOGRAPHERS

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